



# The Pipeline

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## Financial Management Staff To 'Shadow' Field Employees

*By Anya Armes Weber*

Most employees in the Division of Financial Management never have the chance to interact face-to-face with clients, or even field staff. But they do realize their part in Comprehensive Family Services and how they're touching customers' lives.

Last November, all five branches of the DFM – Procurement, General Accounting, Budget Planning and Development, Special Projects and Cost Allocations and Grants Management – gathered for the "First DFM Family Reunion." The potluck luncheon served as a kickoff for Everyone a Leader training and a chance for division staff to meet each other.

"We've really never all been together as a group, to intermingle," said Procurement Branch Manager Ann Hall, who helped organize the gathering. "We didn't want to call it 'first annual' because we hope to do it more than once a year."

DFM staff was entertained by Cathy Mobley, director of Policy Development; Teresa Suter, executive director of the Office of Program Support; General Counsel Kim Moore; DFM Director Jeanne Baldwin; and Bonnie Hommrich, deputy commissioner of the Department for Community Based Services. This group portrayed people the Cabinet has helped or might be able to help, such as foster children.

"It gave a great understanding of what the Cabinet is all about, especially to our newer staff," Hall said.

Soon, DFM staff will have the chance to see firsthand how field staff operate, and maybe even observe CFS in action. Employees were asked if they want to



"shadow" a field employee and which office they were most interested in learning about – Family Support, Protection and Permanency or Child Support. Groups of five to seven finance employees, preferably at least one from each branch, will visit nearby field offices for a multidisciplinary staff meeting.

"We can ask questions of each other, and then maybe after lunch shadow our worker," Hall said. "Even listening to phone calls would be educational."

The visits probably will start this spring and be completed by the end of the fiscal year.

The field trips will show DFM staff what the contracts they sign, the supplies they procure and the accounts they balance really mean for the field employees, Hall said.

"If we don't do our job, they can't do theirs. If they're not out there, we don't have a job."

DFM staff is open to having their field partners come to Quality Central to learn about finance and why there are certain rules to follow, Hall said. "It's even hard for me to understand some of the nitty-gritty of the jobs in the division."

Hall said she's looking forward to her partnership with a Protection and Permanency caseworker.

"It can't do anything but help," she said. "We're just a chain, and we're all links in the chain."

## Cabinet Outcomes-All Families Matter

By: Kerry L. McKinney

My father is a builder. I used to love going to the job site with him and watching the bulldozers tear out painful chunks of earth to make room for the foundation of a house.

Without the mud, the scars in the earth and the workers' determination, there would be no solid foundation and no house. In a similar way, Secretary Miller's commitment to reshaping the Cabinet and the hard work of others laid the foundation for the Cabinet's first annual Outcome Report, "All Families Matter."

The job of building on that foundation fell in large part to the Office for Performance Enhancement (OPE). Created three years ago as part of a Cabinet reorganization, OPE is responsible for identifying outcomes—the measurable ways the Cabinet impacts clients' lives and improves services.

A small team within OPE spearheaded the project by analyzing, drafting and comparing data. Its members developed close rapport through the intensity of their effort, but they depended on a much larger number of people.

The first Outcome Report outlines the Cabinet's mission, the values and vision that guide its efforts, its structure, the role of its 16 service regions, and its services. The report's main function, though, is to map our progress by looking at the Cabinet's performance in a variety of domains, including child

safety, child development and well being, permanency and stability, family self-sufficiency, and quality service delivery. Most graphs in the report compare the state fiscal years 1999 and 2000, and each graph contains a background and analysis statement for better understanding.



All the data, charts and analyses mark where the Cabinet has been, thus allowing us to measure our forward movement. Susie Schaaf, OPE Executive Director, says that the data is reliable, and that by understanding and analyzing it we can plan for the next levels of service, evaluation, and accountability.

All agencies within the Cabinet contributed to the report in some way, and all were touched by it. If they were

not on the steering committee, they contributed to the data stream, verified or formatted data, or wrote a program description. The steering committee served as a clearinghouse for ideas and ensured the quality and timely delivery of the finished product. Pulling in so many people and ideas from across the Cabinet gave the project an air of synergy.

On the night the report was published, 40-50 of those involved gathered to celebrate, and Secretary to the Governor's Executive Cabinet Crit Luallen and Secretary Miller joined in toasting to the determination of all who made it possible.

Terry Thompson, Director of the Division of Outcome Based Contracts, says the Cabinet is now focused on the next step in evaluating its progress and performance. Each Service Region is receiving information on its performance, and OPE continues to collect data. Next year's report is expected to contain state and regional data in one publication.

Now that the foundation is in place, the second Outcome Report will be easier to produce. A framework has been completed, and we will continue to build on it

until we have the safest, most effective and most efficient Cabinet for Families and Children possible.

*Kerry McKinney, an intern in the Office of Performance Enhancement, is helping document the data sources used to measure Cabinet outcomes. She is a senior at Asbury College in Wilmore, Ky.*

To view the Outcome Report 2000 online, click here:  
<http://cfc.state.ky.us/outcomes2000/>



## Collaboration To Add Muscle To Child Support

By: Mike Jennings, CFC Communications

Non-custodial parents who have run up large and long-overdue child support obligations will soon receive a warning from the Kentucky Revenue Cabinet.

As a first step in a pilot project conducted jointly by Revenue and the Cabinet for Families and Children, letters will go out in early February in what Steve Veno, director of CFC's child support division, calls "our most egregiously delinquent" cases.

The letters' message will be simple and stark: Pay up or face Revenue's powerful tools for enforcing collection. Those can include liens on property, paycheck garnishment and seizure of assets, including bank accounts.

The pilot project will help answer questions about the scale of the collaboration, which is intended to become permanent. Senate Bill 218, introduced by Sen. David Karem and signed into law by Gov. Paul Patton last year, encourages the two cabinets to work together to efficiently collect child support. A consulting firm's recent study of Kentucky's child support system also recommends that the two cabinets team up to improve enforcement.

Karem, a Louisville Democrat, said legislators feel strongly about enforcing child support. "If we care about kids, that's something the state needs to have a very strong role in," he said.

Karem said the two cabinets' joint effort to improve enforcement "is exactly what these agencies ought to do" and they should "pursue it vigorously."

Gov. Patton said: "I applaud the legislative initiative and the teamwork of both cabinets to help enforce and collect the basic obligation owed to the children of the Kentucky."

Mack Gillim, director of the Revenue Cabinet's division of collections, said names supplied by Families and Children will be fed into Revenue's automated collection system, which can generate letters and collection actions.

He said enforcement steps won't escalate if individuals show a good-faith effort to resolve their liability. But if they don't, he said, "the system provides a very . . . sophisticated set of ways" of collecting what is owed.

Veno said the cases selected for the pilot project are only a small fraction of the total number of non-custodial parents who are under court order to pay child support through the Cabinet for Families and Children and are at least a year behind with their payments. A larger number of cases will be referred to the Revenue Cabinet for action if the pilot proves successful.

Mike Haydon, Secretary of the Revenue Cabinet, said pursuing the pilot on Families and Children's behalf "is consistent with the Patton administration's view that state agencies ought not act independently of one another when they share common goals." Haydon said this is particularly true "when the well-being of thousands of Kentucky children is at stake."

Viola Miller, Secretary of the Cabinet for Families and Children, said: "We look forward to this collaboration with the Revenue Cabinet because it represents a very real opportunity to help improve the quality of life of the children and families we serve."

To avoid referral to the Revenue Cabinet, delinquent payers should begin making their child support payments immediately. To obtain information concerning their accounts, delinquent payers may contact the Division of Child Support at 1-800-443-1576.

## "Everyone A Leader" Makes A Difference in CFC

Now that most of us have had time to put into practice the skills we rehearsed during the initial "Everyone A Leader" sessions, Pipeline would like to hear whether this skill-building endeavor is making a day-to-day difference in the way we interact with our colleagues and serve our clients. If you can cite an example of how adherence to the Ground Rules and Basic Principles of Professional Behavior has helped CFC employees do a better job, please inform Pipeline editor Patricia Boler by e-mail or by calling 564-6180.



## Sick Leave Needs

Anita Dowd, an employee of the Kentucky Commission on the Deaf and Hard of Hearing, is in need of donated sick leave. Anita is hearing impaired. She and her family were involved in an auto accident. To donate leave, contact Paula Wiese at (502) 573-2604.

## CFS Focus Available Online – Updated Link

The Comprehensive Family Services newsletter, CFS Focus, is available online at:  
<http://cfc.state.ky.us/cfsnews/focus.htm>